

Annex 1

PROPOSED TYPE OF PROJECT CONTROL  
PROCEDURE

MORI/CDF

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**1. PROPOSED TYPE OF PROJECT CONTROL PROCEDURE - USE OF PROJECT CONTROL RECORD FORM (PCR FORM)**

**a. Project Originating in St/PC**

- (1) St/PC prepares PCR Form in 4 copies and forwards copies 2 to 4 to division responsible. Retains copy 1 for master control.
- (2) Division assigns branch responsibility. Retains copy 2 for division control; forwards copies 3 and 4 to branch responsible.
- (3) Branch estimates completion date and man-hours required. Retains copy 3 for branch control. Forwards copy 4 to analyst responsible.
- (4) Analyst retains copy 4 during the life of the project for reference and research man-hour recording.

**b. Project Originating in Division**

- (1) Division prepares PCR Form in 4 copies. Forwards copy 1 to St/PC for master control purposes; forwards copies 3 and 4 to branch responsible.
- (2) St/PC receives copy 1 from division for master control.
- (3) Same as a.(3).
- (4) Same as a.(4).

**c. Project Originating in Branch**

- (1) Branch prepares PCR Form in 4 copies; forwards copies 1 and 2 to division responsible. Retains copy 3 for branch control; forwards copy 4 to analyst responsible.
- (2) Division checks and forwards copy 1 to St/PC and retains copy 2 for division control.
- (3) St/PC retains copy 1 for master control.
- (4) Same as a.(4).

**d. More than one analyst assigned to a project**

- (1) Branch copies 3 and 4 of PCR Form in required amounts to supply a work copy for each analyst to be assigned a sub-portion of a project. Copies No. 4 forwarded to responsible analysts.

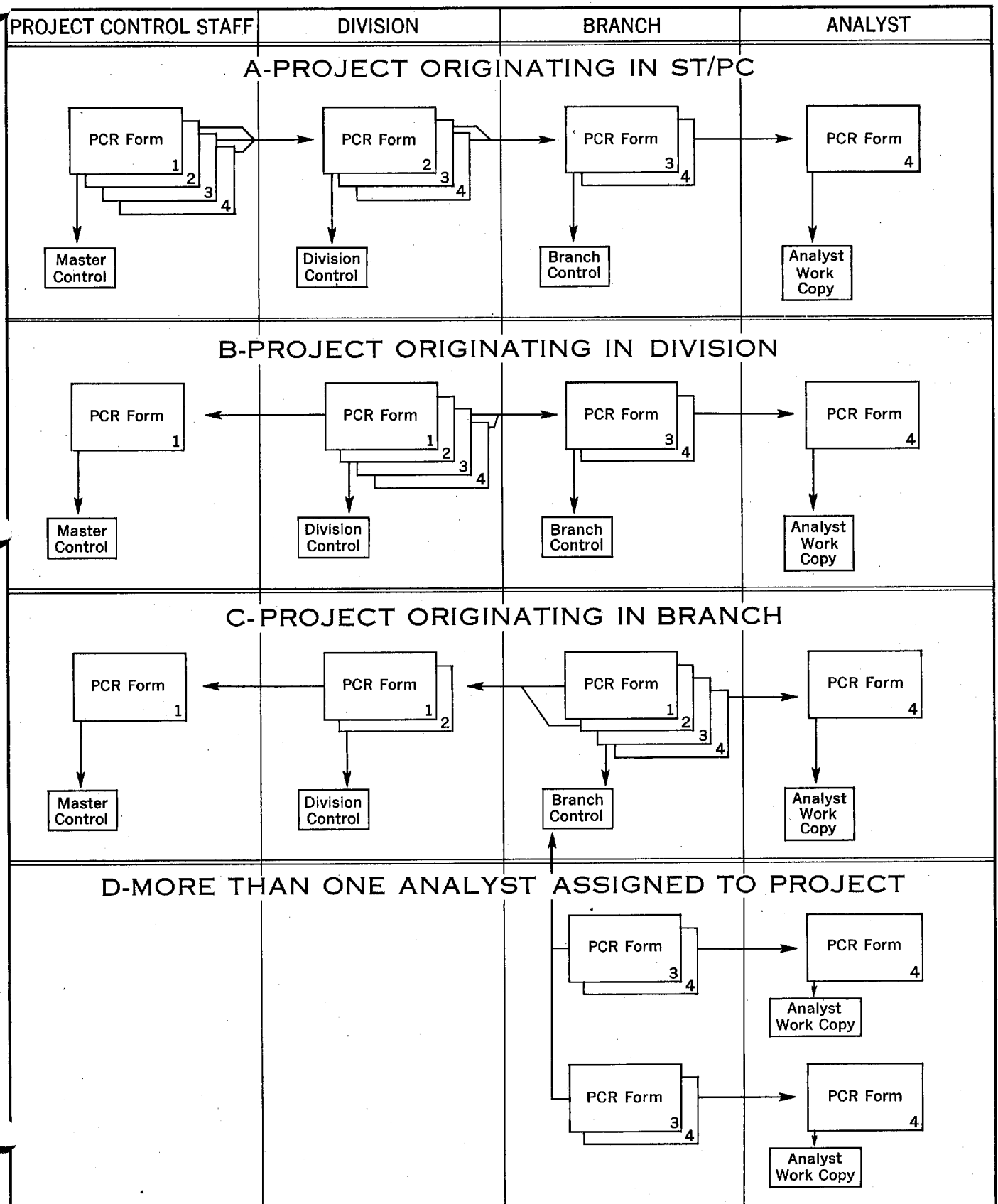
(Note: In these cases the branch would report the percentage completion of the overall project. Analysts would report individual progress on their respective portions of the project to the branch where summary progress would be accounted for and reported.)

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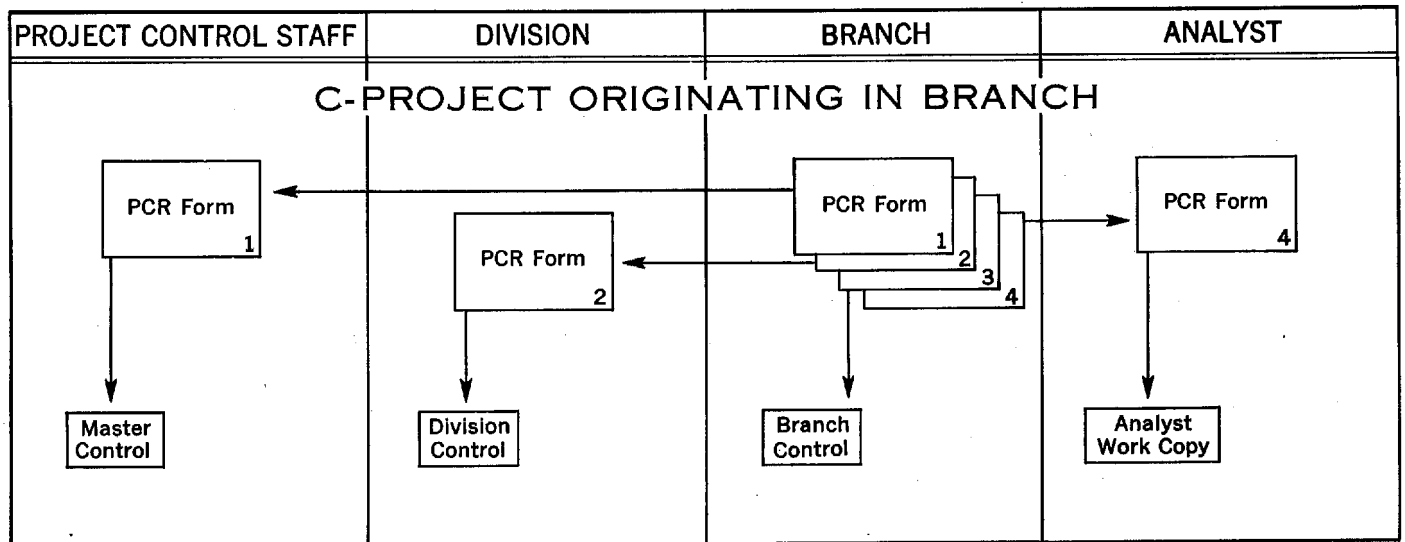
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# FLOW CHART

## PROJECT CONTROL PROCEDURE



# FLOW CHART PROJECT CONTROL PROCEDURE (ALTERNATE)



# ORR PROJECT CONTROL RECORD

## ROUTING

To	Released	Date

Remarks

E  
L  
P

## CONTROL RECORD

Control No.

Project Title

Date Received

Date Processed

Priority

Consumer, Origin, Etc.

### ASSIGNMENT DATA

Division

### PROJECT STATUS

Date Reported

Progress

Revised ECD

Acc. MH. Exp.

STARTED

10%

30%

50%

70%

80%

90%

COMPLETED

Branch

Analysts

Estimated Completion Date

Estimated Manhours Required

Actual Completion Date

Actual Manhours Expended

[illegible]

## MANHOUR RECORD

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2. PROJECT PROGRESS REPORTING PROCEDURE - USE OF PROJECT PROGRESS REPORT FORM (PPR FORM)

- \*a. Analyst prepares PPR Form in one copy and forwards to branch control.
  - (1) Enters Project Control Number
  - (2) Revises Estimated Completion Date if required. Remarks may be entered in appropriate space at bottom of form.
  - (3) Notes the accumulated man-hours expended on the project to date. (Taken from man-hour record of the Project Control Record of the project.)
  - (4) Checks appropriate Project Progress box denoting the project status completion phase being reported.
  - (5) Signs his name, division, branch, and reporting date.
  - (6) Indicate proper routing.
  - (7) Cross reference this report information on Control Record portion of PCR Form for the project - analyst copy.
- \*b. Branch control receives PPR Form from analyst; enters the information reported on their control copy of the PCR Form; forwards, by routing, the PPR Form to division control.
- \*c. Division control receives the PPR Form from branch control; enters the information reported on their control copy of the PCR Form; forwards, by routing, the PPR Form to master control location in the Project Control Staff.
- \*d. St/PC, master control, receives the PPR Form from division control; enters the information reported on the master control copy of the PCR Form; retains PPR Form for file or destroys.

\*Note: When more than one analyst is assigned to a project, PPR's should be submitted by each analyst to the branch control where the true summary project status would be determined and reported via a summary PPR Form to division control and to St/PC.

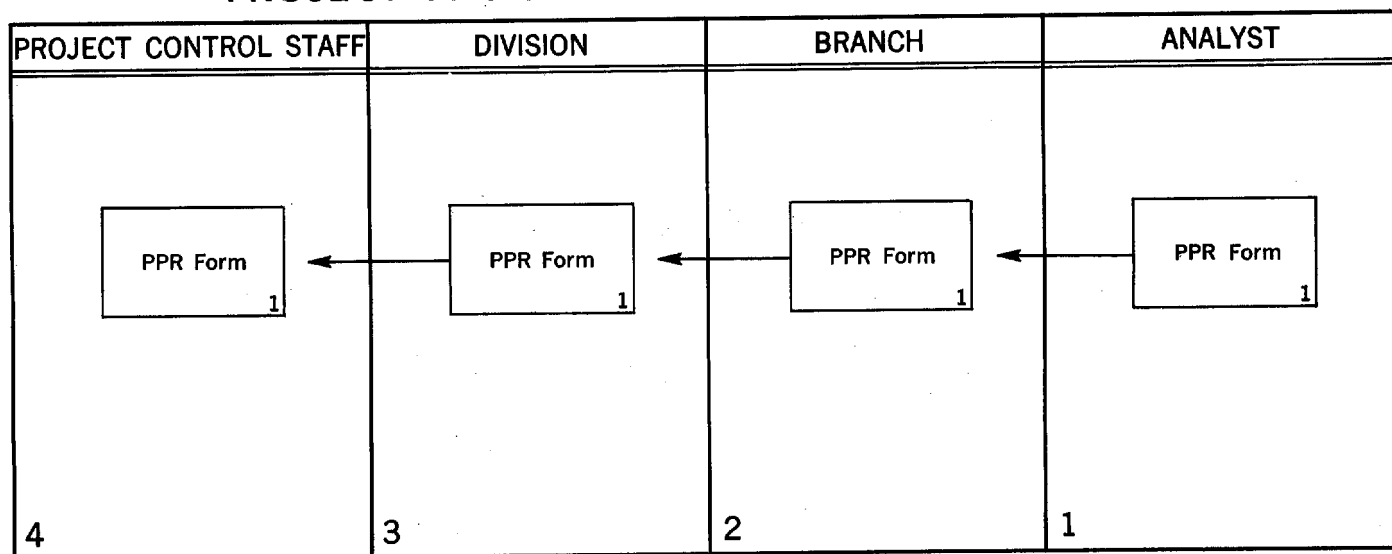
\*See Following Procedure Flow Chart, corresponding steps 1, 2, 3, and 4.

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# FLOW CHART

## PROJECT PROGRESS REPORTING PROCEDURE



<b>ORR PROJECT PROGRESS REPORT</b>		<b>ROUTING</b>		
		<b>To</b>	<b>Released</b>	<b>Date</b>
Project Control No.		Revised ECD		Acc. Hours
<b>Project Progress</b>  <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <input type="checkbox"/> STARTED  <input type="checkbox"/> 10%  <input type="checkbox"/> 30%  <input type="checkbox"/> 50%         </div> <div style="text-align: center;"> <input type="checkbox"/> 70%  <input type="checkbox"/> 80%  <input type="checkbox"/> 90%  <input type="checkbox"/> COMPLETED         </div> </div>				
Reported by	Division	Branch	Date	
<b>Remarks</b>				

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3. Time Charge Reporting Procedure - Use of Time Charge Report Form (TCR Form)

General Usage

To be used by organizational elements or individuals for reporting the expenditure of time by special specific category.

To be used to report inter or intra divisionally support time expended which is chargeable to a specific project, program, consumer in order that total "time cost" may be maintained.

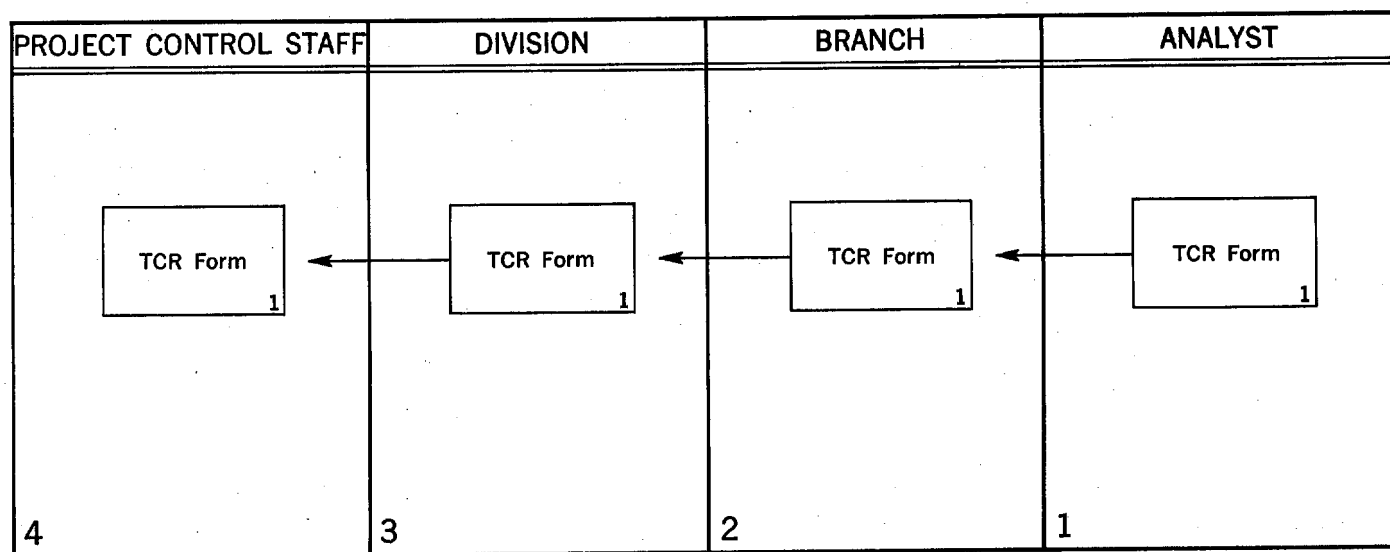
To be used by analysts, non-professional personnel, supervisory personnel, etc. as needed.

May be used internally to account for time categories for local management analysis, etc.

Procedure

- \* (a) Analyst prepares TCR Form in one copy; enters complete pertinent information; indicates proper routing and forwards to branch control.
- \* (b) Branch control receives TCR Form from analyst; accomplishes proper disposition of the information reported and, if required for the information reported, indicates proper routing and forwards the TCR Form to division control.
- \* (c) Division control receives the TCR Form from branch control; accomplishes proper disposition of the information reported and, if required for the information reported, indicates proper routing and forwards to St/PC, Master control.
- \* (d) St/PC, master control, receives the TCR form from division control; accomplishes proper disposition of the information reported; retains the TCR Form for file or destroys.
- \* See following Procedure Flow Chart, corresponding steps 1,2,3 and 4.

# FLOW CHART TIME CHARGE REPORTING PROCEDURE



<b>ORR TIME CHARGE REPORT</b>	<b>ROUTING</b>		
	<b>To</b>	<b>Released</b>	<b>Date</b>

<b>Charge to</b>	<b>Control. No. etc.</b>	<b>No. of Hours</b>
<input type="checkbox"/> PROJECT	_____	_____
<input type="checkbox"/> PROGRAM	_____	_____
<input type="checkbox"/> CONSUMER	_____	_____
<input type="checkbox"/> OTHER	_____	_____

<b>Type of Time Expended</b>	
<input type="checkbox"/> RESEARCH	2 M 7
<input type="checkbox"/> INTELLIGENCE MAINTENANCE	
<input type="checkbox"/> ADMINISTRATION	
<input type="checkbox"/> TRAINING	
<input type="checkbox"/> CONSULTATION AND CONFERENCE	

<b>Reported by</b>	<b>Division</b>	<b>Branch</b>	<b>Date</b>

**Remarks**

4. Progress Reporting by Percentage Completion

It is recommended that the progress of any given project be reported to the Project Control Staff in terms of percentage completed. It is recognized, however, that projects vary in size, nature, manner of accomplishment, etc. Therefore, it is necessary that divisions and/or branches prepare check lists of tasks and responsibilities peculiar to their respective organizations in accordance with a uniform percentage completion range common to all projects reported on.

A sample check list indicating a hypothetical case follows as an example of how this phase in the proposed Project Control system could be developed. Each division should establish their own check list of tasks and responsibilities and set up their particular criteria by which the standard percentage completion range for their projects may be reported in accordance with a standard procedure for all divisions.

These check lists should be maintained on record for the projects in process and would serve as control guides in interpreting the percentage progress reported.

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CHECK LIST for PROGRESS REPORTING by PERCENTAGE COMPLETION		ROUTING		
		To	Released	Date
Type of Project	Division	Approved	Date	
	Branch	Approved	Date	
PROJECT PROGRESS				
% Comp.	Description of Tasks and Responsibilities			
Start				
10%				
30%				
50%				
70%				
80%				
90%				
Complete				

CHECK LIST for PROGRESS REPORTING by PERCENTAGE COMPLETION		ROUTING		
		To	Released	Date
		St/PC	OJB	2/10/54
Type of Project	Division	Approved	Date	
	Chawncey Q. Black	OJB	2/10/54	
	Branch	Approved	Date	
	T. C. Smith	ACT	2/5/54	
PROJECT PROGRESS				
% Comp.	Description of Tasks and Responsibilities			
Start	Project received by analyst - reviewed - scheduled into workload.			
10%	Outline established - support information determined, etc. - continued preliminary review.			
30%	All requests for support information processed - Project report outline established.			
50%	All material on hand for review and evaluation.			
70%	Material evaluated - initial draft started.			
80%	Final draft completed - ready for review, coordination, changes, etc.			
90%	Final paper completed subject to final coordination.			
Complete	Complete coordination effected and project submitted to requester.			

5. Advantages of Proposed Type of Project Control System

(a) Increased Worker Interest - Analysts under the proposed system are not required to account in detail for the distribution of their time. This relief from time-consuming detail time reporting will allow a greater portion of time to be expended in professional research work and should create increased worker interest.

(b) Greater Staff Flexibility - The utilization of the proposed system provides finger-tip control by supervision of the workload, backlog, distribution, etc. This control media, when fully utilized, provides the means to effect equitable and efficient workload distribution and results in greater staff flexibility through effective supervisory control.

(c) Worker Specialization - It is agreed that analysts should expend the majority of their time in professional research activity. Likewise lower-paid personnel should specialize in the less complicated but time-consuming make-ready work, etc. The proposed system recognizes these facts and is designed to require a minimum of reporting time as well as control maintenance time.

(d) Management Viewpoint - Management needs current, complete, factual, readily accessible information regarding its program activity at all organizational levels. The proposed system is one designed to provide this type information for all levels of management on a continuing basis. The proposed system will provide the information -- management where concerned will summarize, correlate, evaluate, and analyze the information to suit the management need desired.

(e) Simplified but Effective Control - Controls to be effective must be existent at operational levels. The proposed system provides for a master control at the Project Control Staff, division level control, and branch level control, if desired. The individual analyst too, has, in effect, control of his work and on his reporting hinges the accuracy and timeliness of the control system.

(f) Procedure Flexibility - The proposed system properly installed and maintained provides control information which is standard for all participants. The internal use of the system can be flexible in that local controls can be devised using the system information. Local methods for scheduling work, etc. should not effect the maintenance of the proposed system. Likewise, distribution of work, retention, or accumulation of backlog at division or branch level would not disrupt the system procedure.

(g) Delegation of Responsibility and Authority - Responsibility and authority should be delegated to the lowest practical levels at which an intelligent decision can be made. This requires the institution of con-

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trols to hold individuals accountable for results in exercising their authority. The proposed system is designed to provide these controls by supplying the required information needed to establish adequate control at all supervisory levels.

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